

# North Carolina Turnpike Authority

Board of Directors Meeting

November 9, 2023



# Board of Directors



**Joey Hopkins**  
Chair



**James 'Jim'  
Walker**  
Vice Chair



**Robert D. Teer Jr.**  
Secretary & Treasurer



**John Adcock**  
Board Member



**Dr. Pamela  
Gibson Senegal**  
Board Member



**Sam Hunt IV**  
Board Member



**Montell W. Irvin**  
Board Member



**Charles 'Chuck'  
L. Travis III**  
Board Member



**Julie Eiselt**  
Board Member

# Opening Comments

Secretary Hopkins

Chair

# Thank you, Mr. Rob Teer!

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Mr. Robert D. Teer, Jr. has served on the N.C. Turnpike Board of Directors since 2003.

As a leader in transportation, we would like to honor Mr. Teer and thank him for his continued dedication and service to the Board, Department of Transportation, and the great State of North Carolina.



# Executive Director Comments

**JJ Eden**

Executive Director



# In Memoriam of Scott Cole

An aerial photograph of a multi-lane highway (the Monroe Expressway) stretching into the distance. The road is flanked by green fields and dense trees. A dark blue rectangular overlay is centered on the image, containing white text and decorative elements like stars and fireworks.

**CELEBRATING**  
**5 YEARS**  
of the Monroe Expressway

# Elections

**Secretary Hopkins**

Chair

# Finance Committee Report

**Robert Teer**

Finance Committee Chair

# Operations Committee Report

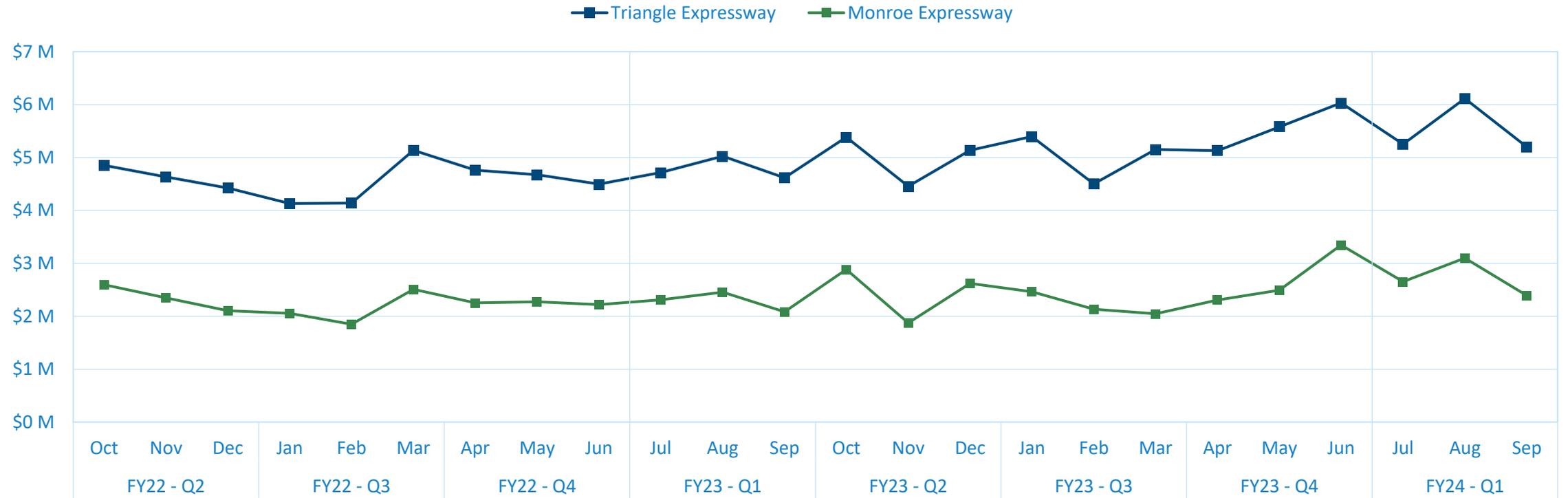
**Montell Irvin, P.E.**  
Operations Committee Chair

# Finance & Budget Update

**David Roy**

Chief Financial Officer

# Revenue Statistics



	FY22 - Q2	FY22 - Q3	FY22 - Q4	FY23 - Q1	FY23 - Q2	FY23 - Q3	FY23 - Q4	FY24 - Q1
<b>Triangle Expressway Actual Revenue<sup>1</sup></b>	\$13,912,848	\$13,405,363	\$13,935,336	\$14,360,621	\$14,981,905	\$15,049,408	\$16,742,367	\$16,570,034
<b>YOY Percent Change</b>	52.5%	38.1%	23.1%	12.3%	7.7%	12.3%	20.1%	15.4%
	FY22 - Q2	FY22 - Q3	FY22 - Q4	FY23 - Q1	FY23 - Q2	FY23 - Q3	FY23 - Q4	FY24 - Q1
<b>Monroe Expressway Actual Revenue<sup>1</sup></b>	\$7,053,956	\$6,416,149	\$6,747,248	\$6,853,322	\$7,377,116	\$6,646,820	\$8,147,531	\$8,147,427
<b>YOY Percent Change</b>	44.2%	18.0%	19.5%	0.7%	4.6%	3.6%	20.8%	18.9%

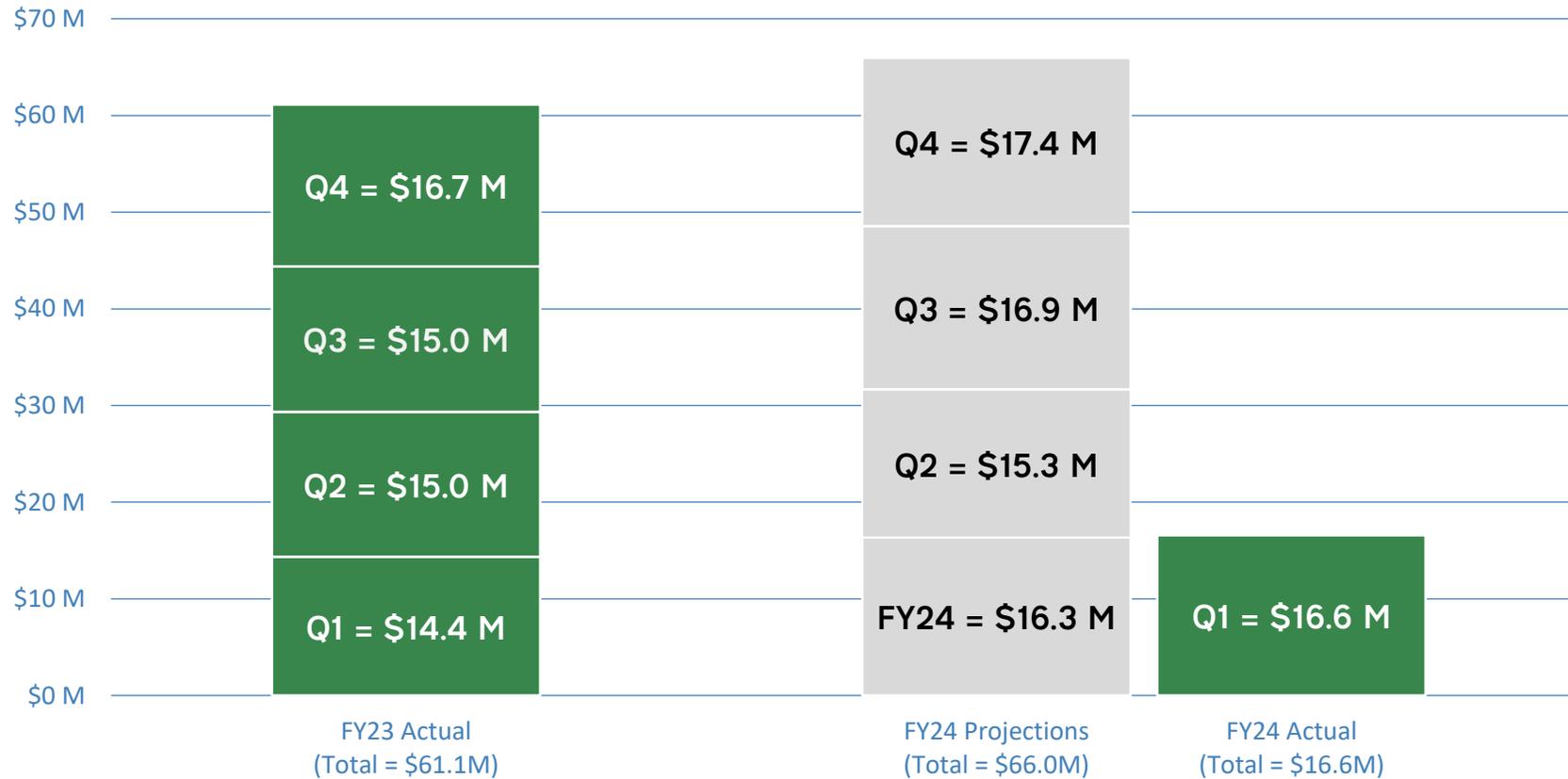
<sup>1</sup>Actual revenue is reported on a cash basis – UNAUDITED – non-GAAP

# Revenue Statistics

## Triangle Expressway

FY24 revenues up **15.4%** ↑  
year-over-year

FY24 revenues up **1.4%** ↑  
compared to projections



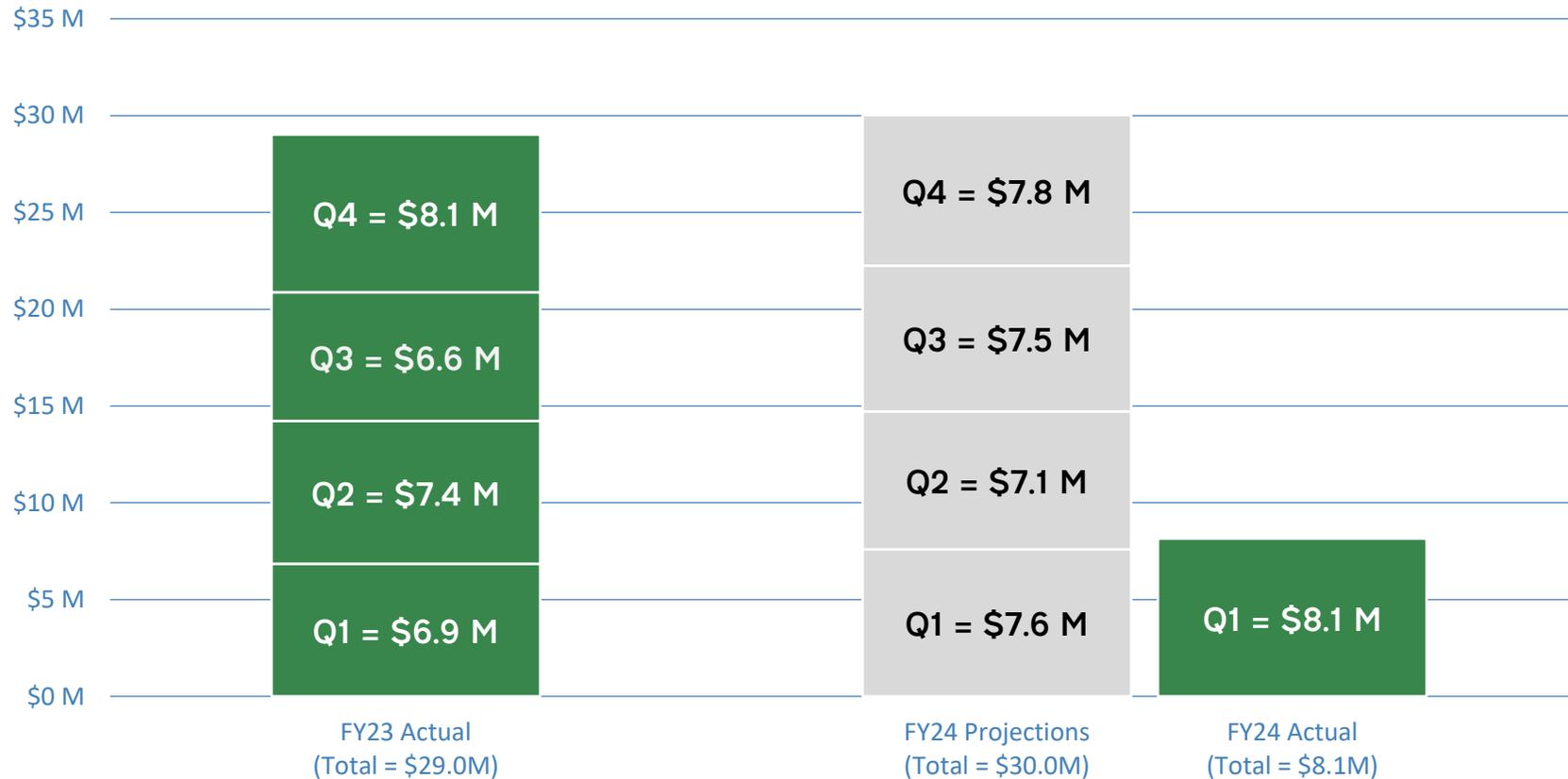
- Revenue figures are inclusive of all toll revenue and fees
- Actual revenues reported on a cash basis – UNAUDITED – non-GAAP

# Revenue Statistics

## Monroe Expressway

YTD revenues up **18.9%** ↑  
year-over-year

YTD revenues up **7.2%** ↑  
compared to projections

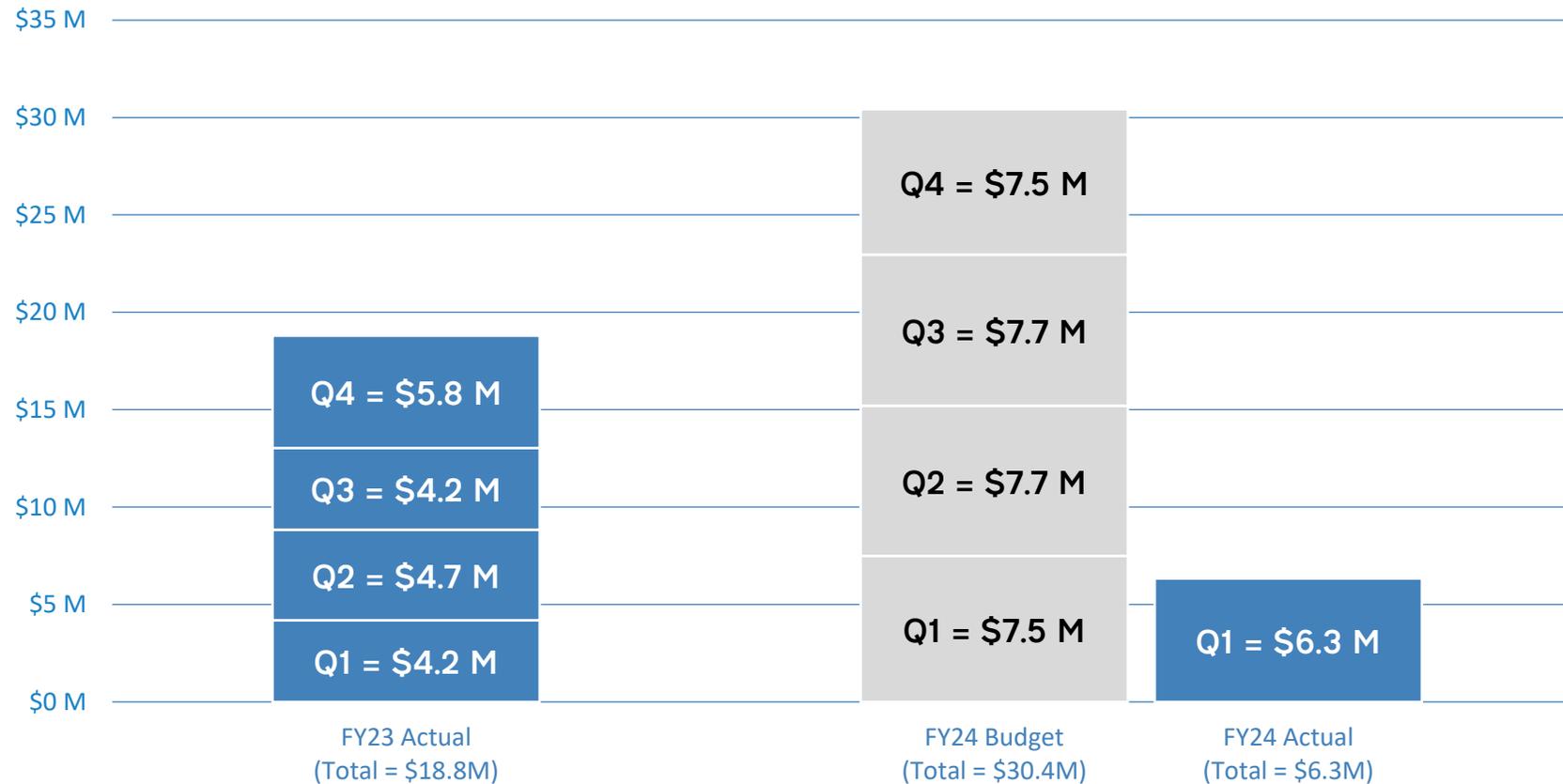


- Revenue figures are inclusive of all toll revenue and fees
- Actual revenues reported on a cash basis – UNAUDITED – non-GAAP

# Operating Expenses

## Triangle Expressway

FY24 Q1 Expenses **15.6%** lower than projected budget ↓

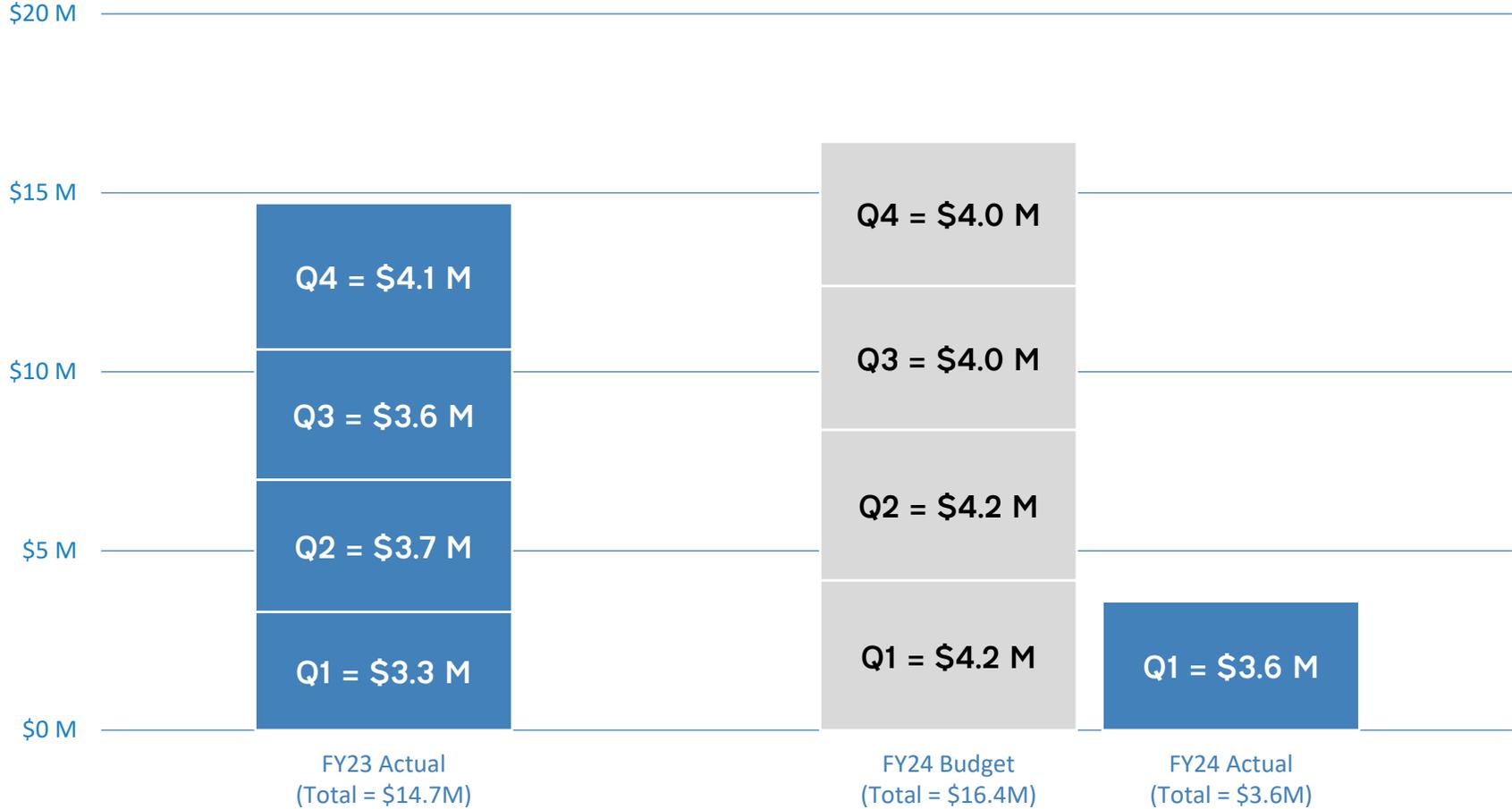


• Actual operating Expenses reported on a cash basis – UNAUDITED – non-GAAP

# Operating Expenses

## Monroe Expressway

FY24 Q1 Expenses **14.0%** lower than projected budget ↓



• Actual operating Expenses reported on a cash basis – UNAUDITED – non-GAAP

# Cash Flow from Operations

## Triangle & Monroe

Operating Revenues (cash basis non-GAAP unaudited)				
Project	Toll & Fee Revenues	Appropriations	Interest Earnings*	Total Operating Revenue
Triangle Expressway	16,570,034	6,250,000	1,482,038	<b>24,302,072</b>
Monroe Expressway	8,147,427	6,000,000	833,003	<b>14,980,430</b>
<b>Total</b>	<b>\$24,717,461</b>	<b>\$12,250,000</b>	<b>\$2,315,041</b>	<b>\$39,282,502</b>

Q1 - Projections					Percent Actual to Projections
Project	Toll & Fee Revenues	Appropriation + Expected Subsidy	Interest Earnings	Total Projected Revenue	
Triangle Expressway	16,348,845	6,250,000	-	<b>22,598,845</b>	7.5%
Monroe Expressway	7,601,233	6,000,000	-	<b>13,601,233</b>	10.1%
<b>Total</b>	<b>\$23,950,078</b>	<b>\$12,250,000</b>	-	<b>\$36,200,078</b>	8.5%

\*Excludes project account interest earned, interest earned on debt in escrow and capitalized interest

# Cash Flow after Debt Service

## Triangle & Monroe

Debt Service (cash basis non-GAAP unaudited)				
Project	Operating Revenues	Toll Revenue Debt Service*	Appropriation Debt Service	Total Revenues Less Debt Service
Triangle Expressway	24,302,072	13,132,872	4,900,261	<b>6,268,939</b>
Monroe Expressway	14,980,430	6,082,505	9,058,726	<b>(160,802)</b>
<b>Total</b>	<b>\$39,282,502</b>	<b>\$19,215,377</b>	<b>\$13,958,987</b>	<b>\$6,108,138</b>

Q1 - Projections				
Project	Operating Revenues	Toll Revenue Debt Service*	Appropriation Debt Service	Total Projected Less DS
Triangle Expressway	22,598,845	13,132,872	4,900,261	<b>4,565,712</b>
Monroe Expressway	13,601,233	6,082,505	9,058,726	<b>(1,539,998)</b>
<b>Total</b>	<b>\$36,200,078</b>	<b>\$19,215,377</b>	<b>\$13,958,987</b>	<b>\$3,025,714</b>

\*Debt paid with capitalized interest is not included and accreted value is not shown

# Cash Flow after Debt Service and Operating Expenses

## Triangle & Monroe

Operating Expenses and Cash Change from Operations (cash basis non-GAAP unaudited)				
Project	O&M	R&R	Total Operating Expenses	Total Cash Change from Operations
Triangle Expressway	6,321,750	1,118,724	7,440,474	<b>(1,171,535)</b>
Monroe Expressway	3,594,147	6,508	3,600,655	<b>(3,761,457)</b>
<b>Total</b>	<b>\$9,915,898</b>	<b>\$1,125,231</b>	<b>\$11,041,129</b>	<b>\$(4,932,991)</b>

Q1 - Projections				
Project	O&M Budget	R&R Budget	Total Operating Expenses	Total Projected Less DS and Operations
Triangle Expressway	7,493,406	1,587,744	9,081,150	<b>(4,515,438)</b>
Monroe Expressway	4,177,268	206,683	4,383,951	<b>(5,923,949)</b>
<b>Total</b>	<b>\$11,670,673</b>	<b>\$1,794,428</b>	<b>\$13,465,101</b>	<b>\$(10,439,387)</b>

# NCTA Debt Policy Overview

**Jacob Vlanich**  
Financial Analyst

# Debt Management Policy Overview

- The purpose of this Debt Policy is to establish guidelines and a framework for the issuance and management of NCTA's debt.
- NCTA is committed to consistent best practices financial management, including maintaining financial strength and flexibility of NCTA.
- The policy will be reviewed by NCTA no less than once every two years.
- The policy was initially adopted on 8/6/2020.
- A report on NCTA's debt status is provided each year.

# Debt Management Policy Overview

- The policy establishes guidelines and a framework for the following topics:
  - Financial Planning and Debt Issuance
  - Debt Service Coverage Targets and Limits
  - Method of Sale Evaluation
  - Debt Structure
  - Call Provisions
  - Debt Refunding
  - Credit Enhancement and Liquidity
  - Continuing Disclosure
  - Credit Objectives
  - On-going Reporting Requirements

# On-Going Reporting Requirements

- Once a year, the Finance Committee and NCTA Board of Directors will receive a report on the status of NCTA's debt including the following information
  - Amount and percentage of total debt by security type broken down by NCTA System
  - Any changes in ratings, including ratings of credit enhancers and swap counterparties
  - Current mark-to-marketed value of all interest rate exchange agreements, if applicable\*
  - Historical rate performance for all variable rate bonds, if applicable\*

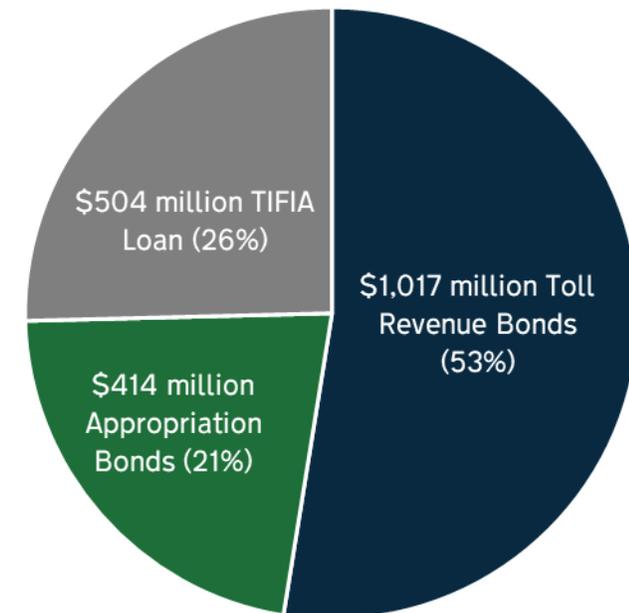
\*Currently not applicable as NCTA does not have any variable rate debt

# Debt Status Report

## Triangle Expressway

- All credit ratings associated with outstanding debt, including ratings of credit enhancers and swap counterparties, were unchanged over the prior year.

Triangle Expressway  
Debt by Security Type\*



\*Totals may not add due to rounding

\*Amounts as of July 1, 2023

# Debt Status Report

## Triangle Expressway

Transaction	Outstanding Par <sup>1</sup>	Final Maturity	Underlying Ratings			Insured Ratings		
			Moody's	S&P	Fitch	Moody's	S&P	Fitch
\$150,125,000 Triangle Expressway System Appropriation Revenue Refunding Bonds, Series 2018A	150,125,000	1/1/2039	Aa1	AA+	-	-	-	-
\$161,759,000 Triangle Expressway System Appropriation Revenue Refunding Bonds, Series 2018B	134,593,000	1/1/2032	-	-	-	-	-	-
\$115,979,250 Triangle Expressway System Appropriation Revenue Bonds, Series 2019 (CAB)	129,600,000	1/1/2049	Aa1	AA+	AA+	-	-	-
\$35,173,108.85 Triangle Expressway System Revenue Bonds, Series 2009B (CAB)	92,096,292	1/1/2038	Baa2	BBB	BBB	A2	AA	-
\$200,515,000 Triangle Expressway System Turnpike Revenue Refunding Bonds, Series 2017	160,020,000	1/1/2039	-	BBB	BBB	A1	AA	-
\$401,155,000 Triangle Expressway System Senior Lien Turnpike Revenue Refunding Bonds, Series 2018	393,920,000	1/1/2041	-	BBB	BBB	-	AA	-
\$370,975,000 Triangle Expressway System Toll Revenue Bonds, Series 2019	370,975,000	1/1/2055	-	BBB	BBB	-	AA	-
\$499,461,980 Triangle Expressway System Complete 540 Phase 1 TIFIA Loan, 2021	503,593,831	1/1/2058	-	BBB	BBB	-	-	-
<b>Total</b>	<b>\$1,934,923,123</b>							

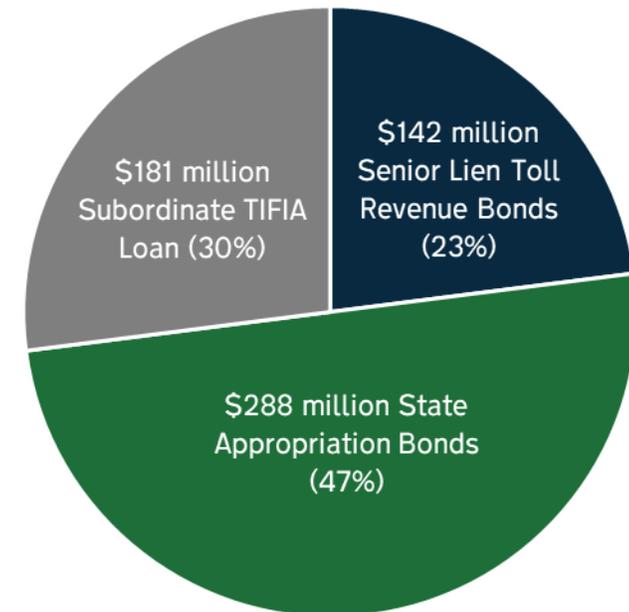
1. Accreted value as of July 1, 2023 for Capital Appreciation Bonds.

# Debt Status Report

## Monroe Expressway

- In June 2023, the Toll Revenue Bonds Series 2016A & Series 2016C, and the Monroe TIFIA Loan all received a credit rating increase from S&P to “BBB+” from “BBB”
- On October 25, the Toll Revenue Bonds Series 2016A & Series 2016C, and the Monroe TIFIA Loan were upgraded by Moody’s to “Baa2” from “Baa3”

Monroe Expressway  
Debt by Security Type\*



\*Totals may not add due to rounding

# Debt Status Report

## Monroe Expressway

Transaction	Outstanding Par <sup>1</sup>	Final Maturity	Underlying Ratings		
			Moody's	S&P	Fitch
\$233,920,000 Monroe Connector System State Appropriation Revenue Bonds, Series 2010A	216,930,000	1/1/2041	Aa1	AA+	-
\$73,985,000 Monroe Expressway System State Appropriation Revenue Refunding Bonds, Series 2021 (Forward Delivery)	71,130,000	7/1/2041	Aa1	AA+	AA+
\$119,455,000 Monroe Expressway Toll Revenue Bonds, Series 2016A	118,315,000	7/1/2054	Baa2	BBB+	-
\$17,596,904 Monroe Expressway Toll Revenue Bonds, Series 2016C (CAB)	23,727,584	7/1/2041	Baa2	BBB+	-
\$166,500,000 Monroe Expressway System TIFIA Loan, 2016	181,029,071	7/1/2053	Baa2	BBB+	-
<b>Total</b>	<b>\$611,131,655</b>				

1. Accreted value as of July 1, 2023 for Capital Appreciation Bonds.

# NCTA Continuing Disclosure Policy Update

**David Roy**

Chief Financial Officer

# NCTA Continuing Disclosure Policy

- The purpose of the Continuing Disclosure Policy is to establish guidelines and a framework surrounding disclosures in accordance with the Securities and Exchange Commission (“SEC”) Rule 15c2-12 and other Authority required disclosures.
  - Annual, Semi-Annual, and Quarterly Filings
    - Bond Holders (MSRB/EMMA)
    - Credit Enhancement Disclosures
    - Build America Bureau (TIFIA)
    - Trustee
- Current policy adopted by the NCTA Board of Directors on May 2, 2019.
- The policy calls for an annual review of the policy by the Disclosure Working Group.

# NCTA Continuing Disclosure Policy Refresh

- In an effort to refresh the policy in a consistent format and style with NCDOT policy standards, a policy update was undertaken with support and guidance from NCTA's Disclosure Counsel
- General policy guidance is materially consistent with current policy; includes updated language for clarification and formatting consistency
- Refreshed policy changes include additional guidelines surrounding:
  - Clarifies Disclosure Working Group roles and responsibilities
  - Formally establishes Disclosure Coordinator responsible for disclosures
  - Formally establishes Financing Group and defines roles and responsibilities
    - Financing Group provides a secondary check for disclosure working group, ensuring disclosures are in-line with continuing disclosure agreements
  - Establishes formal procedures for submitting official statements for debt offerings to Board of Directors

# NCTA Continuing Disclosure Policy Refresh

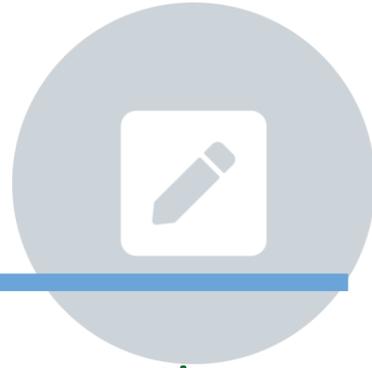
- Sections include
  - General Purpose of Policy
    - Outlines scope and general purpose of policy
  - Disclosure Working Group
    - Formally establishes Disclosure Working Group and sets responsibilities
  - Review and Approval of Official Statements
    - Establishes formal review and approval of official statements by Board of Directors
  - Continuing Disclosure Filings
    - Describes extent of continuing disclosure filings and voluntary disclosures
  - Public Statements regarding Financials Information
    - Describes Investor Website and information posted on it
  - Document Retention
    - Formalizes NCDOT Electronic Records and Imaging Policy and NCGS Chapter 121 as continuing disclosure policy retention

# Chief Engineer Update

**Patrick Norman, P.E. & Dennis Jernigan, P.E.**

Chief Engineer & Deputy Chief Engineer

# 77 South Update



- Facilitating stakeholder meetings
- RS&H Preliminary Engineering



# Complete 540

## Phase 1 Milestone

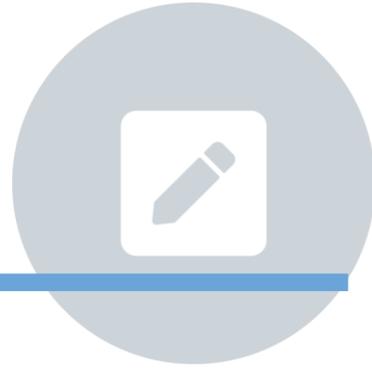


- All existing roadway crossings (Y lines) open to traffic by the end of November!



# Complete 540

## Phase 2



- R-2829B
  - Awarded September 1
  - Flatiron - Fred Smith Company Joint Venture
- R-2829A
  - Awarded October 31
  - Branch Civil - ST Wooten Joint Venture
- Last contract awarded for the remainder of the corridor!

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**FLATIRON**

FRED SMITH COMPANY  
CONSTRUCTION

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**BRANCH**  
CIVIL

**S.T. WOOTEN**

# Monroe Expressway

## Five-Year Anniversary



- 5.5 million cubic yards of dirt moved
- 134,074 feet of pipe placed
  - 25.4 miles
- 116,333 feet of curbs and gutters
  - 22.0 miles
- 118,508 square feet of noise and screen walls
- 43,309 cubic yards of concrete
  - Including bridge decks



# Monroe Expressway

## Five-Year Anniversary



- 8,628,600 pounds of reinforcing steel
  - 4,314.3 tons
- 29,603 feet of bridge piles
  - 5.6 miles
- 45,657 feet of bridge girders
  - 8.6 miles
- 779,177 tons of asphalt



# Outreach Presentations

## Complete 540

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- 15th Annual I-40 Regional Partnership Meeting
  - RTA, NCDOT and other partners
  - October 10
  - Dennis presented about Complete 540
- ACEC/NC NCDOT Joint Transportation Conference
  - November 17
  - Dennis will be presenting with WSP about Complete 540



**I-40 Regional Partnership  
15th Annual Meeting  
Tuesday, October 10, 2023  
2:00 pm – 3:30 pm  
SAS Institute, Cary**

**WORKING AGENDA**

Welcome and overview [2:00p – 2:10p]

Welcome – **Joe Milazzo II, RTA**

Greetings from 2023 meeting host – **Chad Ruehle, SAS, RTA Leadership Team**

I-40 Partnership overview and introductions – **Jennifer Portanova, NCDOT  
Mobility and Safety, I-40 partnership executive**



AMERICAN COUNCIL OF ENGINEERING COMPANIES  
*of North Carolina*

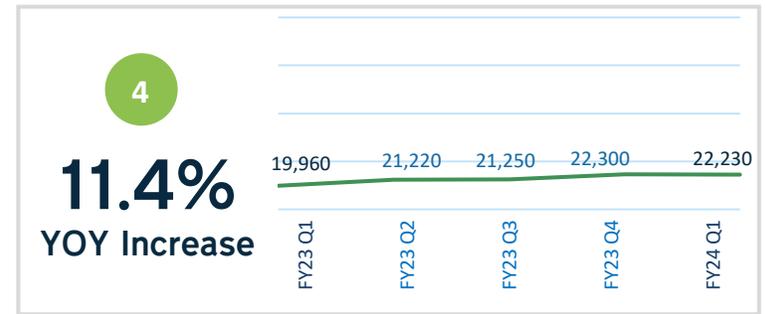
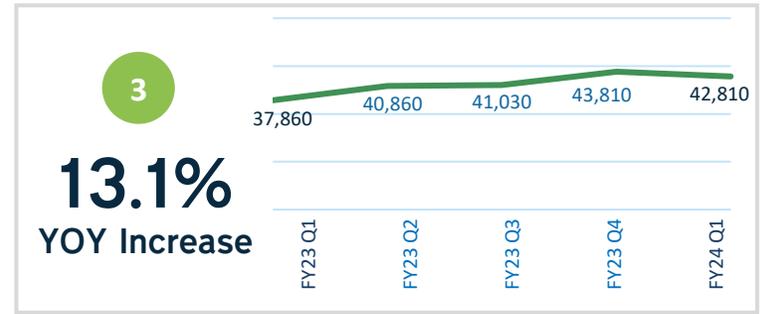
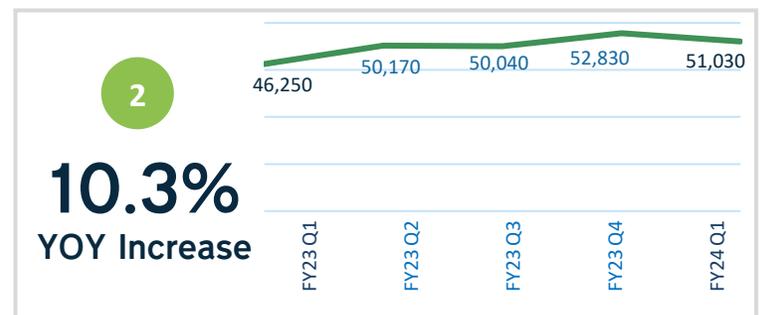
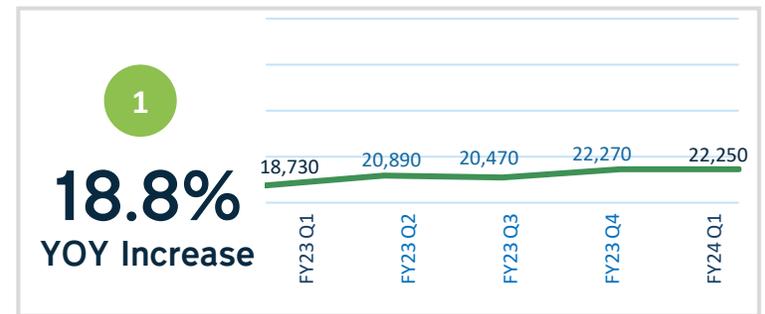
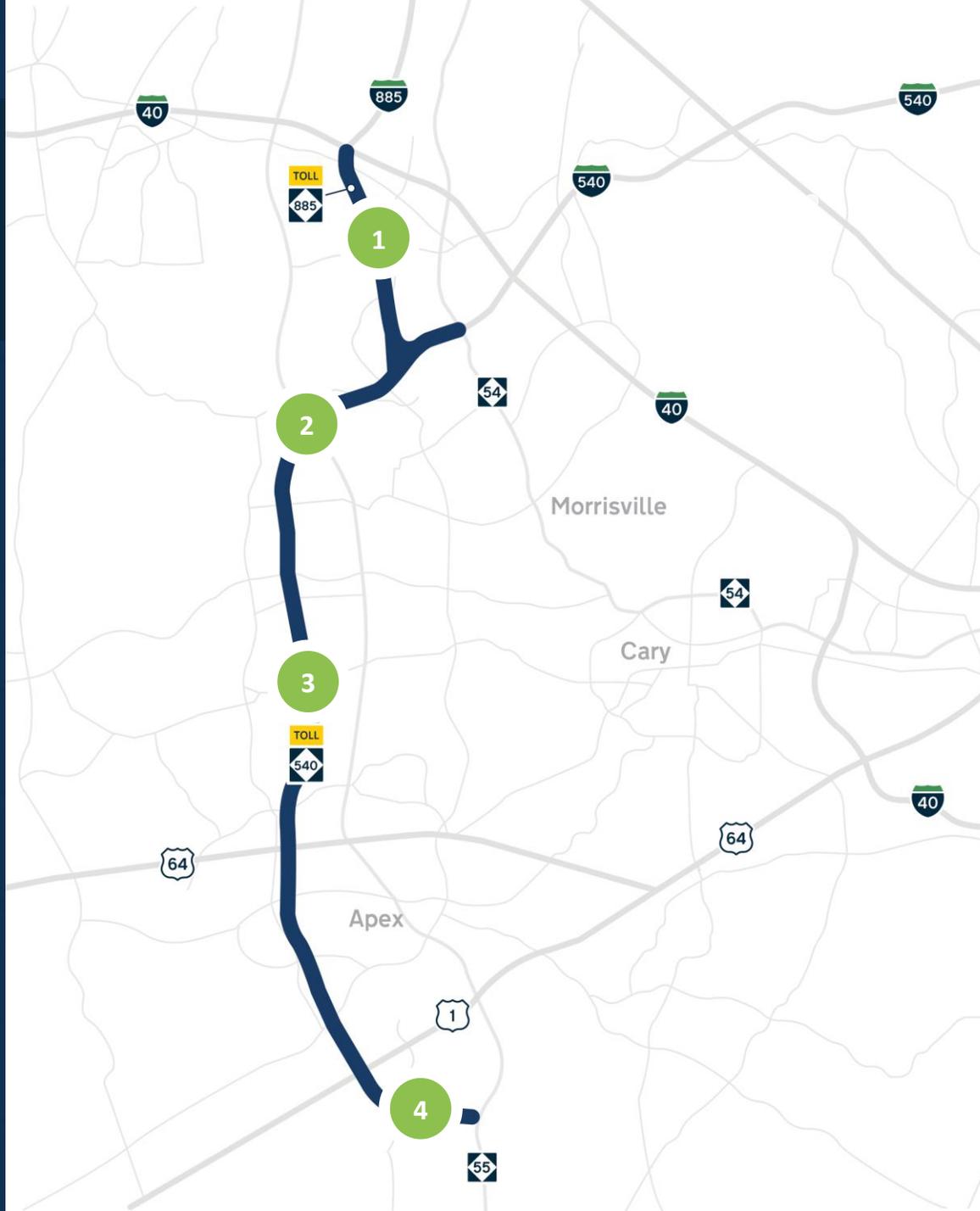
# Roadway Operations Update

**Bradley Young**

Triangle Expressway Roadway Manager

# Mainline Traffic Statistics

## Triangle Expressway



Q1: July - September

AWT: Average Weekday Traffic

# Maintenance Rating Program (MRP)

## Triangle Expressway

	FY 2024 Q1	Rolling Rate
Overall	<b>96.3</b>	<b>95.6</b>
Road Surface	98.9	97.4
Unpaved Shoulders and Ditches	96.5	97.9
Drainage Structures	96.9	95.2
Roadside	92.0	94.0
Traffic Control Devices	96.2	94.2

- FY2024 Q1 overall met the target rating of 90.0
- All elements met the target rating of 85.0
- Retaining Walls and Sound Barrier Walls – only characteristic that scored below the target rating of 80.0
- Overall rolling rating achieved the target rating of 90.0
- All element rolling ratings achieved the target rating of 85.0

Full report has been provided via hardcopy.

# Examples of Failing Retaining Walls and Sound Barrier Walls Assets

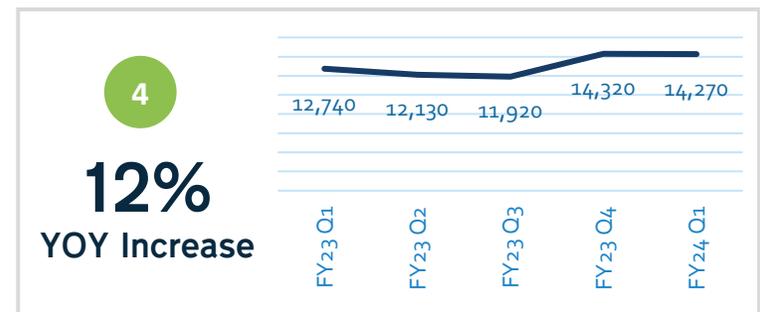
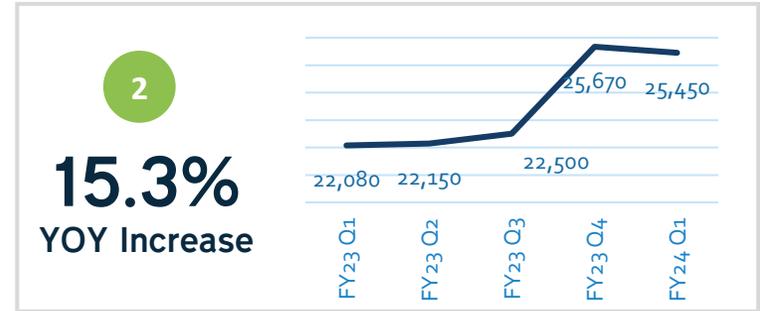
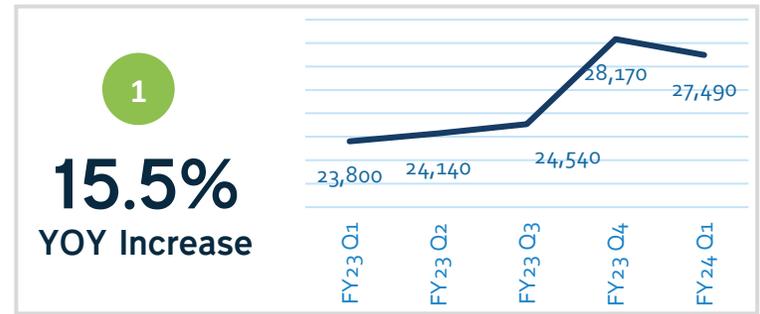
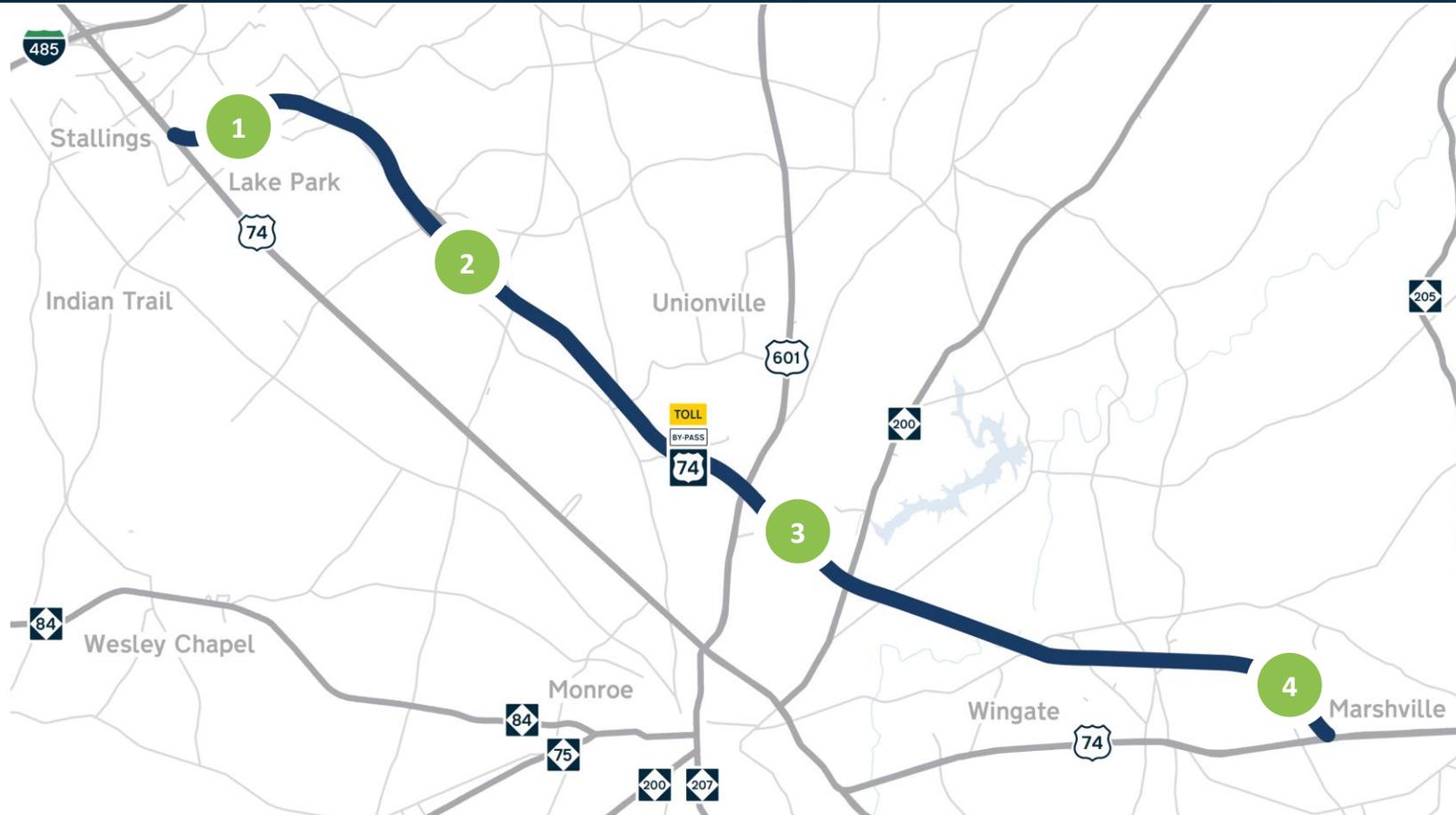


# Mainline Traffic Statistics

## Monroe Expressway

FY Q1: July - September

AWT: Average Weekday Traffic



# Maintenance Rating Program (MRP)

## Monroe Expressway

	FY 2024 Q1	Rolling Rate
Overall	<b>98.1</b>	<b>97.4</b>
Road Surface	97.9	97.9
Unpaved Shoulders and Ditches	100.0	98.7
Drainage Structures	97.1	97.1
Roadside	94.5	94.1
Traffic Control Devices	100.0	98.3

- FY2024 Q1 met the target rating of 90.0
- All elements met the target rating of 85.0
- Overall rolling rating achieved target rating of 90.0
- All element rolling ratings achieved the target rating of 85.0
- All characteristics in the rolling rating achieved target rating of 80.0

Full report has been provided via hardcopy.

# I-485 Express Lanes Update

**Brian Davis, P.E.**

Resident Engineer

# I-485 Express Lanes



# General Construction Update

**Brian Davis, P.E.**

Resident Engineer

# Division 10 Construction

## Westinghouse Direct Connect



# Division 10 Construction

Direct Connect at the Johnston Road Interchange.



# Division 10 Construction

Ballantyne Commons Parkway Bridge



# Division 10 Construction

## Weddington Road Interchange



# Division 10 Construction

## E. John Street Interchange



# Toll Technology Update

**Manish Chourey**

Chief Technology Officer

# Statewide Roadside Toll Collection System (SRTCS) Procurement

Category	Date
✓ RFP Issued	January 20, 2023
✓ Mandatory Pre-Proposal Scope of Services Meeting	February 2, 2023 (1:00 p.m. to 2:00 p.m. EDT)
✓ Proposer Questions Due	February 17, 2023 (4:00 p.m. EDT)
✓ Proposals (Technical and Price) Due	July 27, 2023 (4:00 p.m. EDT)
✓ Notification of Proposers Shortlisted for Oral Presentations	August 18, 2023
✓ Oral Presentations and Interviews	August 31, 2023, September 1, 2023
✓ Ranking of Proposers for Negotiations	Week of September 11, 2023
✓ Notice to Proceed / Award of Contract	End of September 2023

# SRTCS Contract – Bench Selection

- Selected 4 of 6 vendors in Bench contract:
  - Qualified firms with experienced staff
  - Approach to Scope of work
  - Product Roadmap
  - Requirements Traceability Matrix (RTM)
  - Proven Solution (AET and Express lanes)

<b>Selected Vendor Bench</b>
Conduent State & Local Solutions, Inc.
Indra USA Inc.
Kapsch TrafficCom USA, Inc.
TransCore, LP

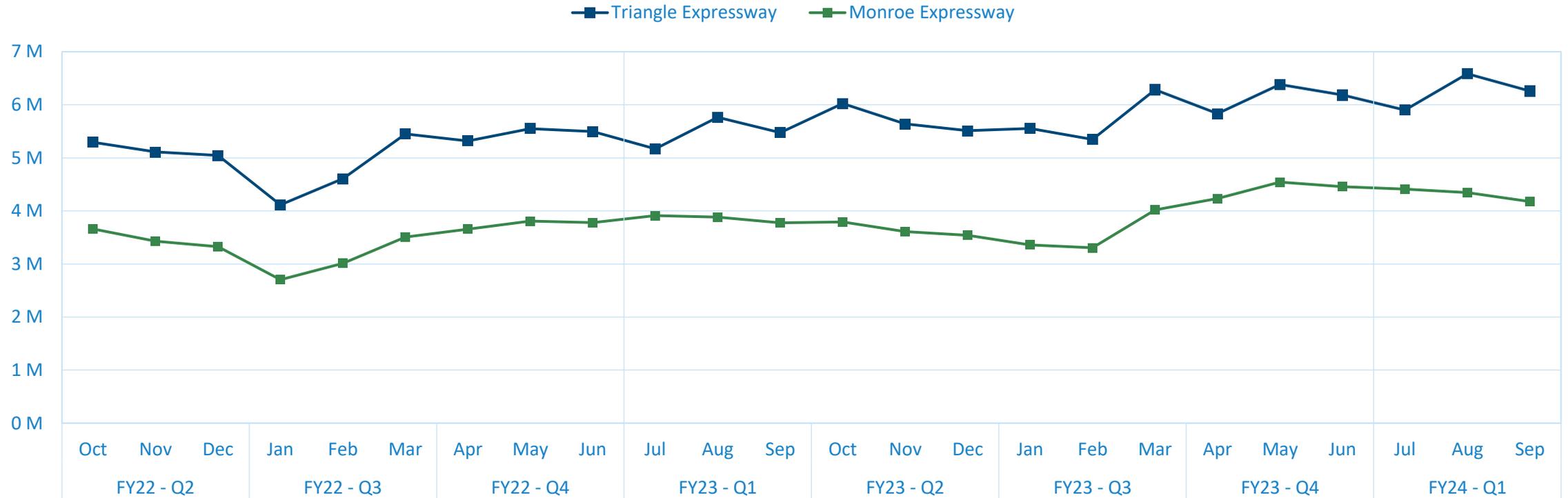
# SRTCS - Task Order 1 - I-485 Express lanes (Timeline)

Category	Date
✓ Issue Task Order (TO)	September 27, 2023
✓ Task Order Questions Due	October 9, 2023 (4:00 p.m. EDT)
✓ Task Order Technical Proposals Due	October 27, 2023 (4:00 p.m. EDT)
Oral Presentations and Interviews	November 13 – November 14, 2023
Task Order Price Proposals Due	November 21, 2023 (4:00 p.m. EDT)
Ranking of Proposers	November 22, 2023
Notice to Proceed / Award of Contract	Week of December 4, 2023

# I-485 Express Lanes Task Order – 1 Key Scope Of Work

- I-485 Express Lanes system installation, commissioning, and Operations and Maintenance Phase;
- Provision and installation of roadside cabinets for all RTCS equipment, other than AVI reader cabinets.
- Installation and integration of AVI equipment provided by NCTA
- Image Verification Services (IVS)
- Contractor to provide Transaction Reconciliation Host (TRH) to interface with NCTA OBO/CBOS.
- I-485 Express Lanes ITS integration, post-integration commissioning, and Operations and Maintenance.
- Provision of Facilities Maintenance Services, Spare devices, maintenance of system network, ITS devices, supporting infrastructure, and associated labor.

# Transaction Statistics



	FY22 - Q2	FY22 - Q3	FY22 - Q4	FY23 - Q1	FY23 - Q2	FY23 - Q3	FY23 - Q4	FY24 - Q1
<b>Triangle Expressway Transactions</b>	15,451,870	14,173,152	16,362,983	16,411,044	17,173,111	17,187,124	18,398,953	18,742,244
<b>YOY Percent Change</b>	25.5%	21.6%	14.7%	8.3%	11.1%	21.3%	12.4%	14.2%

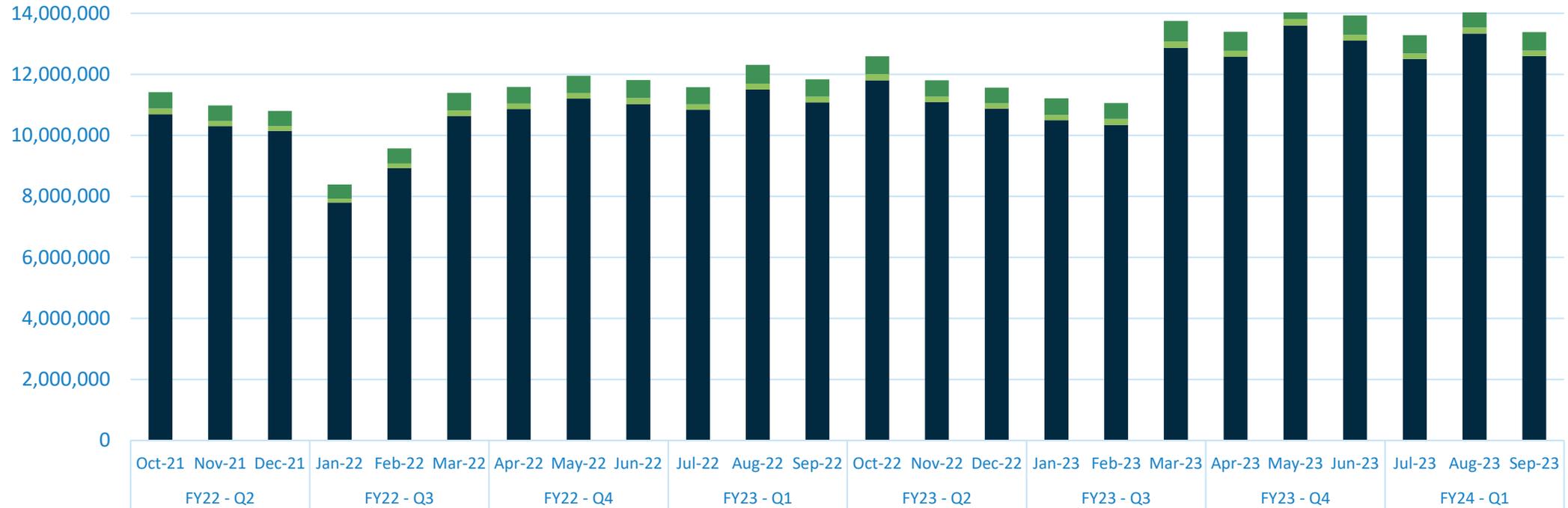
	FY22 - Q2	FY22 - Q3	FY22 - Q4	FY23 - Q1	FY23 - Q2	FY23 - Q3	FY23 - Q4	FY24 - Q1
<b>Monroe Expressway Transactions</b>	10,413,593	9,225,655	11,244,256	11,571,805	10,944,411	10,685,124	13,233,961	12,930,521
<b>YOY Percent Change</b>	17.1%	9.3%	3.9%	3.0%	5.1%	15.8%	17.7%	11.7%

# Total Posted Transactions

YOY Growth: **12.6%**

## NC Quick Pass Program

■ Class 1 ■ Class 2 ■ Class 3

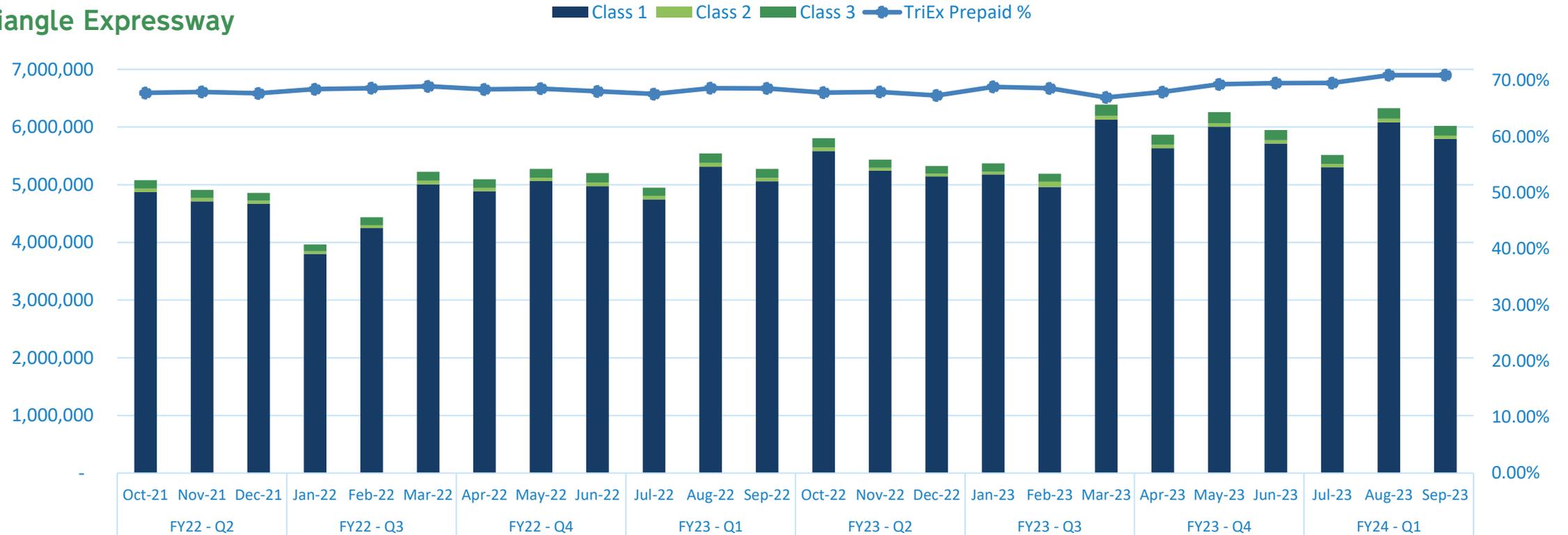


	FY22 – Q2	FY22 – Q3	FY22 – Q4	FY23 – Q1	FY23 – Q2	FY23 – Q3	FY23 – Q4	FY24 – Q1
Total Posted Class 1 %	93.79%	93.23%	93.61%	93.57%	93.92%	93.58%	93.96%	94.07%
Total Posted Class 2 %	1.53%	1.54%	1.57%	1.57%	1.52%	1.57%	1.40%	1.36%
Total Posted Class 3 %	4.68%	5.22%	4.81%	4.86%	4.56%	4.85%	4.64%	4.58%

# Total Posted Transactions

YOY Growth: **11.7%**

## Triangle Expressway



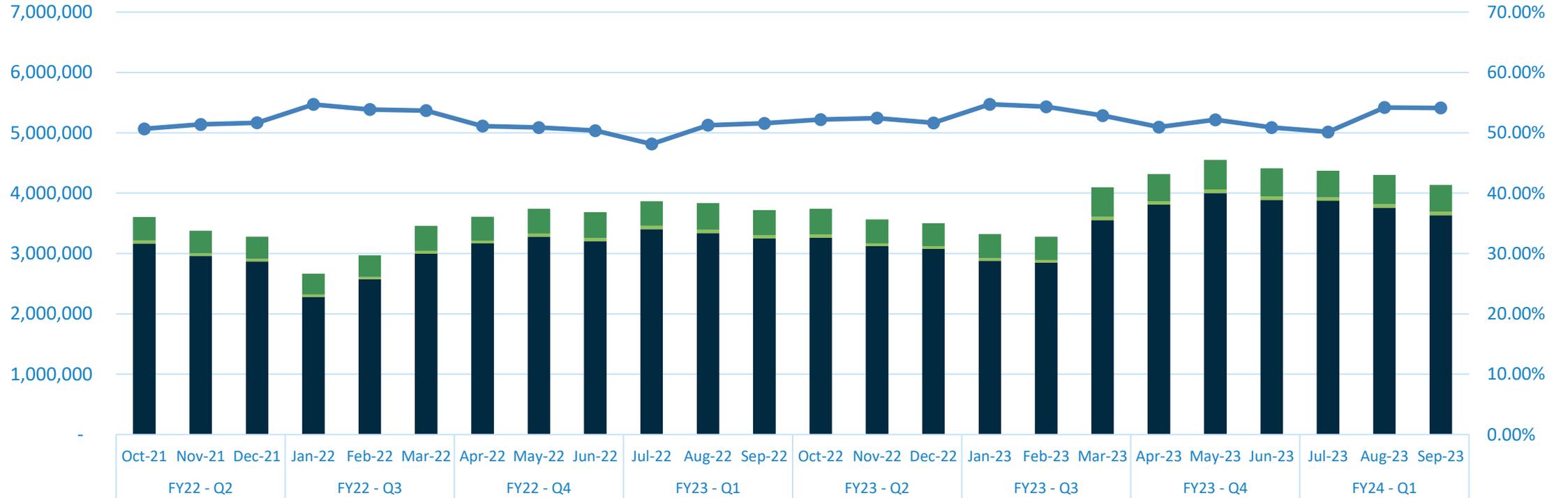
	FY22 – Q2	FY22 – Q3	FY22 – Q4	FY23 – Q1	FY23 – Q2	FY23 – Q3	FY23 – Q4	FY24 – Q1
Class 1 %	96.01%	95.84%	95.88%	95.92%	96.39%	96.04%	96.07%	96.17%
Class 2 %	1.12%	1.11%	1.11%	1.12%	0.97%	1.18%	0.99%	0.99%
Class 3 %	2.87%	3.05%	3.01%	2.96%	2.64%	2.78%	2.94%	2.84%

# Total Posted Transactions

YOY Growth: **10.8%**

## Monroe Expressway

■ Class 1 ■ Class 2 ■ Class 3 ● Monroe Prepaid %



	FY22 – Q2	FY22 – Q3	FY22 – Q4	FY23 – Q1	FY23 – Q2	FY23 – Q3	FY23 – Q4	FY24 – Q1
Class 1 %	87.68%	86.32%	87.47%	87.53%	87.61%	86.76%	88.10%	87.99%
Class 2 %	1.34%	1.39%	1.35%	1.35%	1.28%	1.35%	1.32%	1.37%
Class 3 %	10.98%	12.28%	11.18%	11.12%	11.11%	11.90%	10.58%	10.65%

# Monthly Transponders Distributed

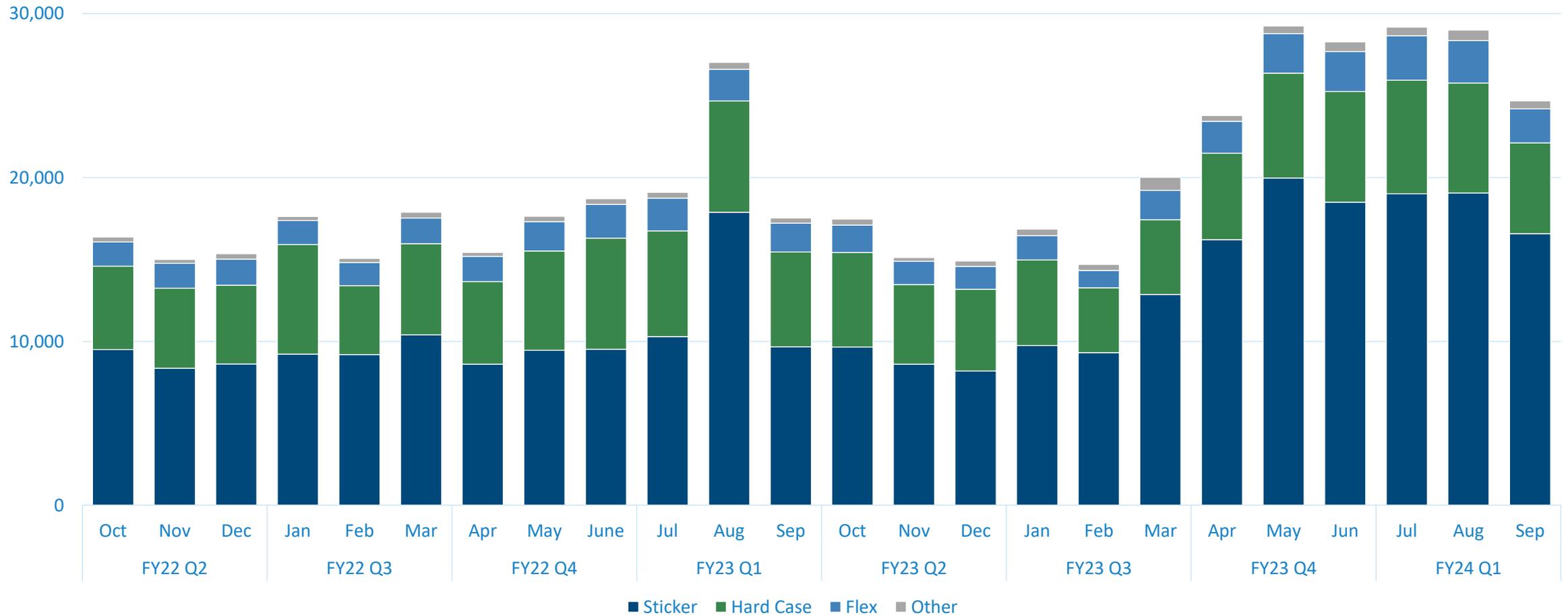
NC Quick Pass Program

YOY Transponder Distribution Growth:

**30.5%**

**1,552,489**

Transponders Distributed/Ordered as of Sept. 30, 2023



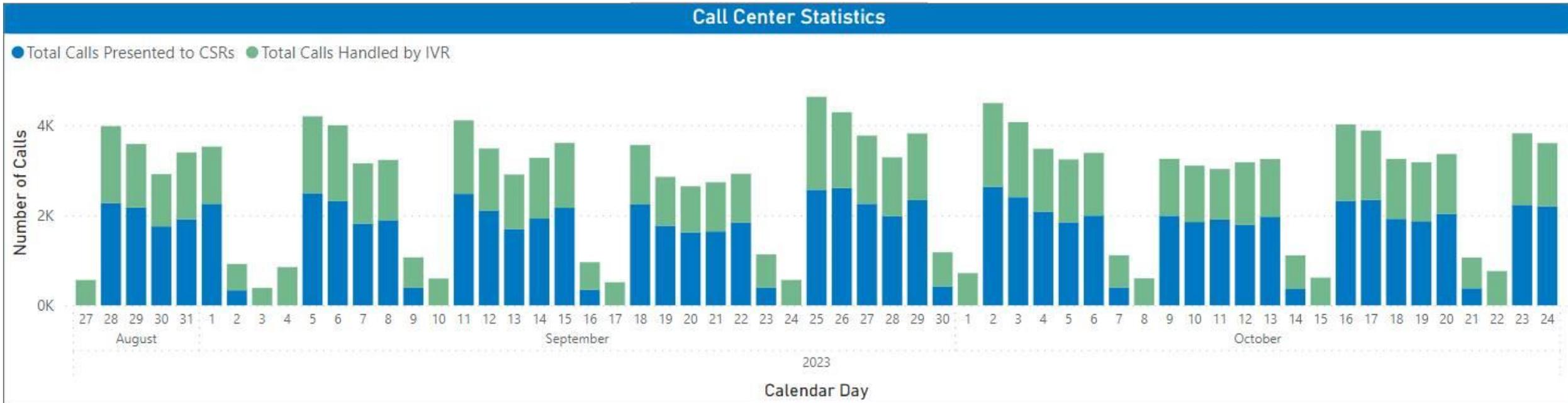
# Customer Service Center Update

**Angela Queensland**

Manager of Customer Service

# Call Center Statistics

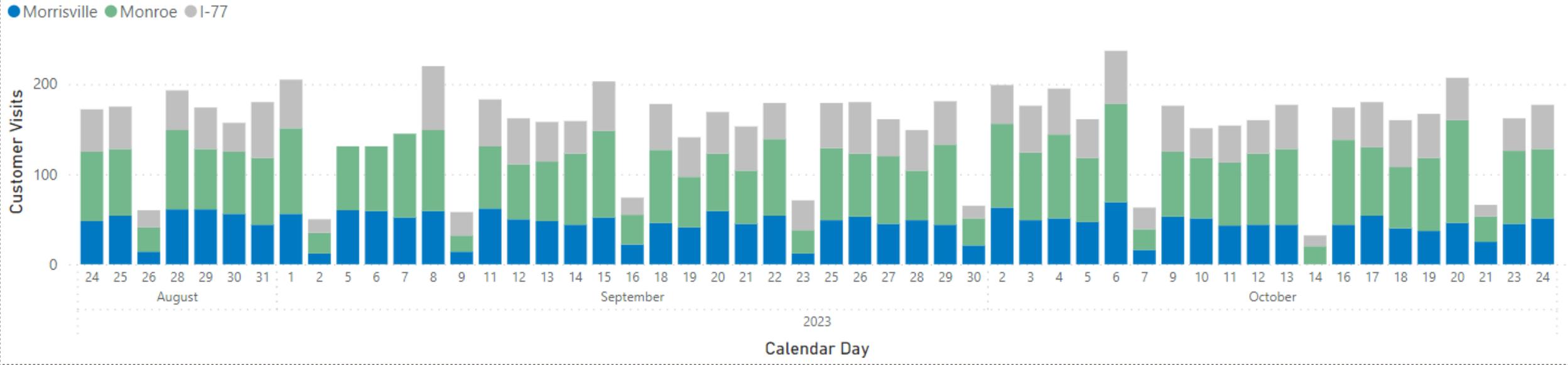
NC Quick Pass Program



# Walk-In Center Statistics

NC Quick Pass Program

Walk In Center Statistics



# Average Speed to Answer Calls

NC Quick Pass Program

Average Speed to Answer Calls



# Average Call Handle Time

NC Quick Pass Program



# Winston-Salem Overflow Call Center

**Angela Queensland**

Manager of Customer Service

# Winston-Salem

NC Quick Pass Overflow Call Center

## Why Winston-Salem?

- Employment competition
- Average household income
- Average salary
- Unemployment rate
- Job seeker interest

## Competition score



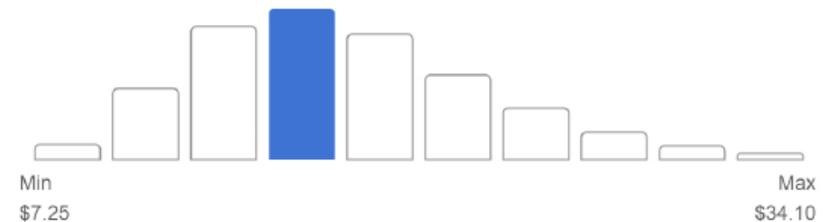
1 / 100

Call Center Representative jobs in Winston-Salem, NC are less competitive compared to other job markets.

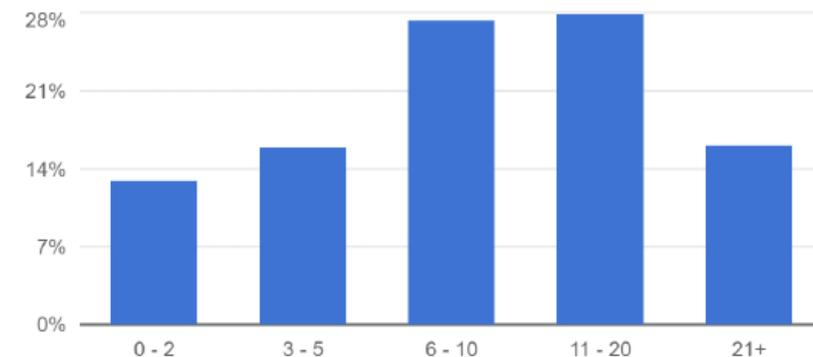
## Average salary

\$17.51 per hour

↗ +15% above national average



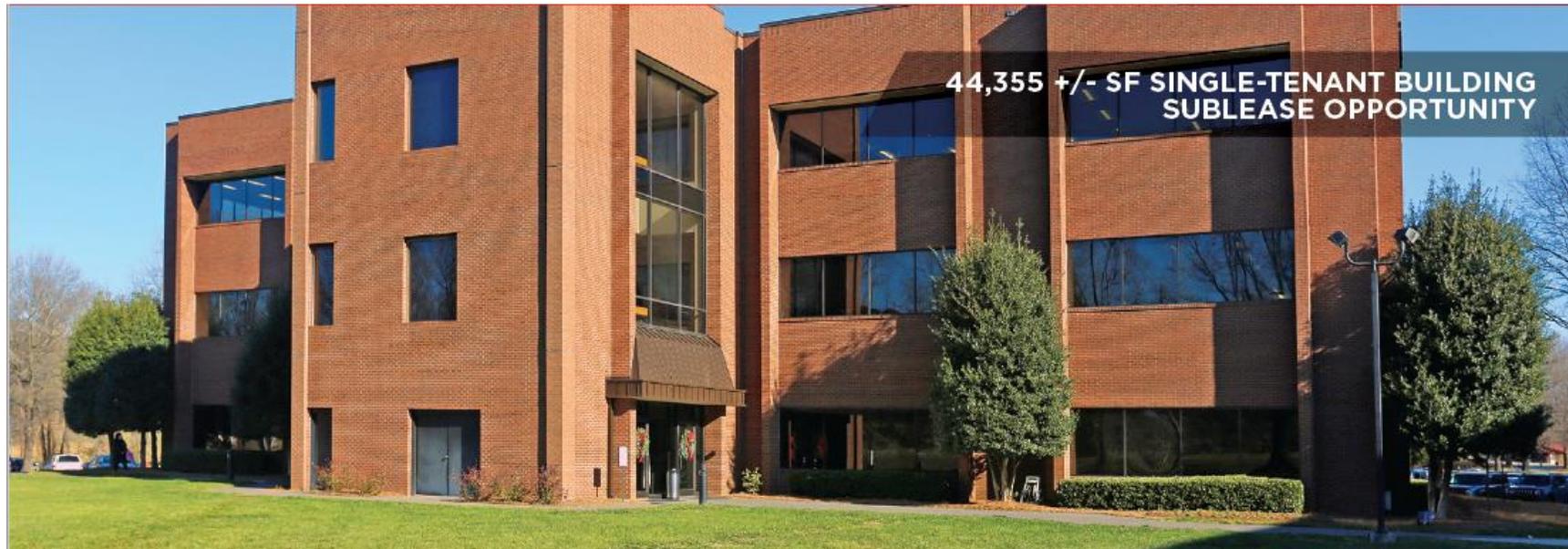
## Reported years of experience



# Winston-Salem

## NC Quick Pass Overflow Call Center

- Prior call center space in near turnkey condition
- Full-service lease
- Generator in place for the entire building
- Space for future growth
- Access to amenities within close vicinity to location



# Winston-Salem

NC Quick Pass Overflow Call Center



# Winston-Salem

NC Quick Pass Overflow Call Center



# Winston-Salem

NC Quick Pass Overflow Call Center



# Marketing & Communications Update

**Logen Hodges**

Marketing & Communications Director



**Complete 540**

# Complete 540



LOCAL NEWS

## 4 years of construction nearly complete; three-fourths of I-540 loop around Raleigh will be done in 2024

The state is getting closer to closing the Interstate 540 loop around Raleigh.

Posted 6:13 p.m. Sep 29 - Updated 1:35 p.m. Sep 30





## 2023 Complete 540 Outreach



### Public Meetings

Over 400 participants over 12 public meetings



### Informing Residents

2,664 postcards & 17 Nextdoor posts



### Resident Inquiries

217 calls & 249 emails to the Complete 540 Hotline

# Marketing Campaign

# 2023 Marketing Campaign

	June	July	August	September	October	November
<b>Owned Media</b>						
Bill by Mail Insert 1	█	█	█			
Bill by Mail Insert 2				█	█	█
Social Media		█	█	█	█	█
Email	█	█		█		
<b>Earned Media</b>						
Press Releases			█			
Radio Interview			█			
Print and Digital Interviews			█			
<b>Paid Media</b>						
Out-of-home Ads				█	█	█
Display Ads				█	█	█

# Marketing Campaign

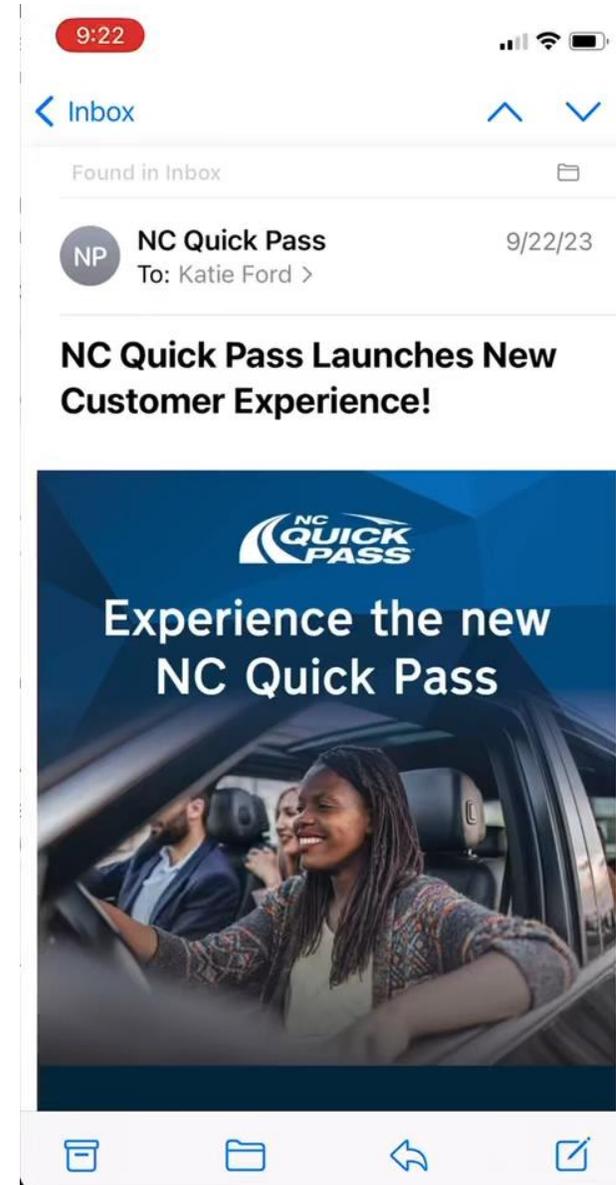
First Marketing Email

768K Emails

65% Open Rate

6% Click Rate

AB Testing for 6:00 PM & 10:00 AM



# Billboards

September – November

- I-77 Exit 16
- I-77 Gillead Rd Interchange
- U.S. 74 I-485 Interchange
- U.S. 74 Indian Trail Rd Overpass
- U.S. 74 Unarco Rd Intersection



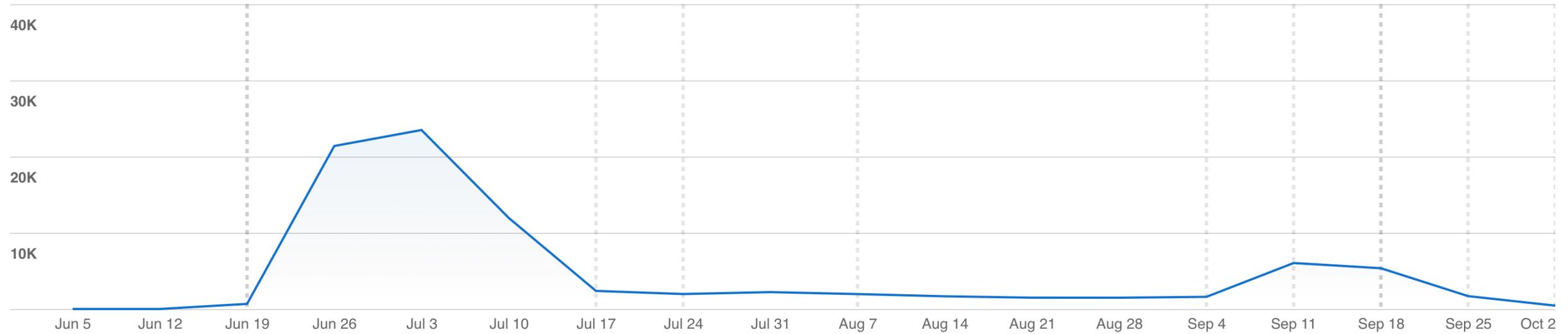
# App Update

# Apple

TOTAL DOWNLOADS ?

## 85.7K

Weeks ▾ ⋮



DATE ▾

TOTAL DOWNLOADS

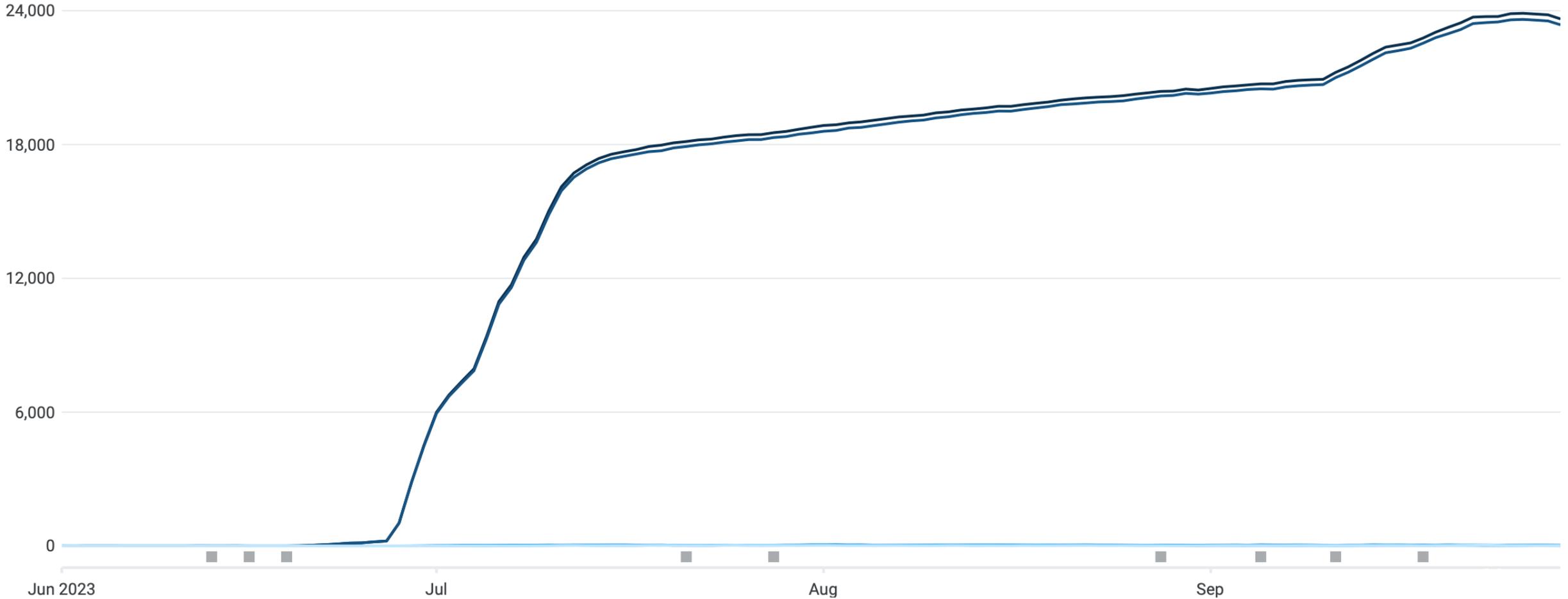
Total

85,725

# Android

Total Downloads

**23.8K**

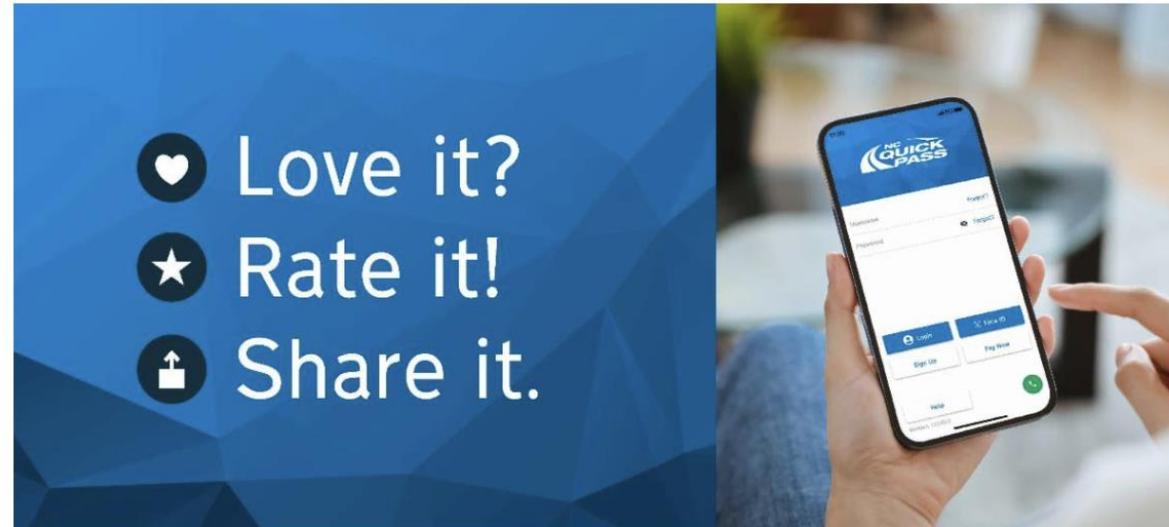


# App Rating Campaign

## EMAIL CAMPAIGN

- **80K** Emails
- Began **October 10**

Leave Us a Review

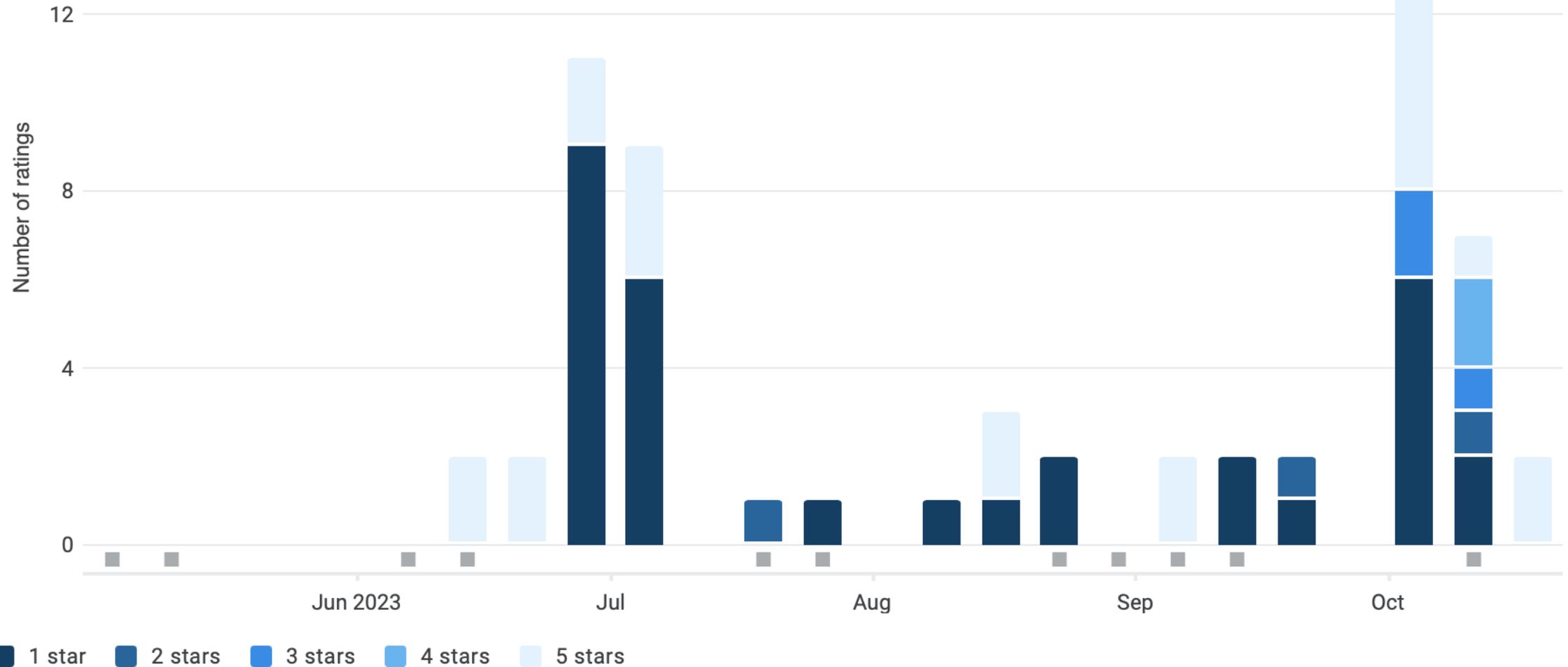


We hope you're enjoying the new NC Quick Pass app! More than 100k customers have downloaded the app and we want to hear from you.

Your feedback matters. Share your experience by leaving a review on the [Apple App Store](#) or through [Google Play](#).



# Android App Rating Distribution



# 2024 Board & Committee Dates

## Board of Directors

- February 15, 2024
- May 16, 2024
- August 15, 2024
- November 21, 2024

## Finance Committee

- January 24, 2024
- April 17, 2024
- July 17, 2024
- October 16, 2024

## Operations Committee

- January 25, 2024
- April 18, 2024
- July 18, 2024
- October 17, 2024

All meetings will be held at 9:30 AM, unless otherwise noted

# Contact Us



[ncdot.gov/turnpike](http://ncdot.gov/turnpike)

[ncquickpass.com](http://ncquickpass.com)



[@NCTurnpike](https://twitter.com/NCTurnpike)

[@NC\\_QuickPass](https://twitter.com/NC_QuickPass)



**Thank you!**